



WHAT GETS MEASURED GETS DONE

Our Road Map for Excellence in
Environmental Restoration and
Employee/Community Transition



**OHIO
FIELD
OFFICE**

SHTABULA, OH • COLUMBUS, OH
ERNALD, OH • MIAMISBURG, OH
WEST VALLEY, NY

Ohio Field Office
Strategic Plan
October 1, 1999

Message From the Manager To All Employees

Ohio Field Office Vision:

“We will achieve, for all our sites, an environmentally restored end state which serves the communities’ needs, and we will do this within a decade”
- 1995

As we enter the 21st century, we are turning the Ohio Field Office vision into reality. We have made significant progress, but challenges still lie ahead. We cannot rest on our past successes, but must energetically and creatively move forward to realize our vision.

We will successfully realize our Vision, only if we hold certain critical values. To this end, we value:

- **ALL PEOPLE:** their safety, environment, and health; their diversity, concerns and aspirations
- **INTEGRITY:** throughout the workforce
- **CONTINUOUS IMPROVEMENT:** of ourselves and work processes; innovation
- **OPENNESS:** to everyone, everywhere; open dialogue
- **CUSTOMERS/COMMUNITY RELATIONSHIPS:** responsive and responsible stewardship for the projects; accountability to our customers
- **TEAMWORK:** fostering trusting relationships internally and with stakeholders; leadership, empowerment, and accountability
- **CONTRACTORS/SUPPLIERS:** who share and work consistently with these values

Part of our vision is to serve our communities’ needs. That means the public is part of our process. Public and stakeholder involvement will be proactively sought through the planning and decision making processes, with each site tailoring its public participation program to meet the specific needs of its public. Ohio sites will use task forces, advisory boards, standing committees, public meetings and various other communication mechanisms.

The Ohio Field Office vision is supportive of and complementary to the Office of Environmental Management (EM) Vision and Principles that have guided our activities.

Environmental Management Vision

Within a decade, the EM program will complete cleanup at most sites. At a small number of sites, treatment will continue for the few remaining waste streams. This unifying vision will drive budget decisions, sequencing of projects, and actions taken to meet program objectives. EM will implement this vision in collaboration with regulators and stakeholders.

Principles

Achieving the vision, will be guided by the following seven principles:

- Manage and eliminate the most urgent risks
- Reduce mortgage and support costs to free up resources for further risk reductions
- Protect worker health and safety
- Reduce the generation of waste
- Create a collaborative relationship between Department of Energy and its regulators and stakeholders
- Focus technology development on cost and risk reduction
- Enhance cross-site integration of waste treatment and disposition

To achieve the vision, we have developed a road map, the Ohio Strategic Plan. This plan defines our path to achieve an environmentally restored end state, within the framework of our values and EHS Seven Principles, by the year 2005. The strategic plan is a living document and from time to time will be updated to reflect the fact that schedules will change; budgets will change; priorities will change; initiatives will come and go.

The Department of Energy has undergone a major cultural and programmatic shift as it moved from the secrecy of nuclear weapons production to clean-up as our major mission. We have moved from localized environmental, health and safety self-regulation to compliance with national and international standards. We have also experienced drastic cuts in our projected budgets because of aggressive initiatives to balance the national budget. While these changes have been challenging and difficult, they have been good for us and for our major customers, the U.S. citizenry.

The Department, with support from the Congress, is closing sites to reduce long-term facility costs. The Ohio field Office must continue to institute strategies and business practices that result in reduced environmental risk and greater cost efficiencies, if we are to maintain the trust and support of our stakeholders and the American Public.

We believe in prompt site restorations by workers who are familiar with our plants and the scope of their problems. Beginning in 1995, the Ohio Field Office and its contractors embarked upon a new journey toward a more aggressive plan - one that drives Ohio beyond the small savings that can be achieved by process improvements. We sought productivity jumps of 100-200% that would need a major paradigm shift. Armed with the knowledge that some U.S. companies are achieving major breakthroughs with shifts of this kind, we committed ourselves to a new Ohio field Office vision.

All five Ohio projects have re-engineered major activities to radically improve productivity. Re-engineering and continuous improvement of our processes are now integrated into daily activities as we continually search for better ways of doing business including the infusion of new technology into our day-to-day activities.

The end of the Ohio Field Office is clearly in sight. This Strategic Plan and our Project Baselines provide the approaches that will get us there. The end result will be a positive future for our local communities and for ourselves.

The Ohio office is characterized by a philosophy of doing what makes sense, a can-do spirit, and by demonstrating through our actions that Safety is our number one priority. In addition, this office honors and lines up to its commitments, always with the goal of coming in ahead of schedule and under budget. At the end of each workweek, each of us should be able to identify what we did to contribute to the success of meeting our commitments.

Rewarding the employees who finish the vision is a top priority of the Managers Office. Because we can be counted on to deliver on our commitments, and we have skills that will be needed in the next century, our personal futures after the closure of the office remain bright. The talents we each have along with our demonstrated ability to

complete projects with positive attitude help ensure our futures. While there will be many forms of assistance that will facilitate pathways to future opportunities, each of us must take personal responsibility for managing our futures.

In the government, success and completion seem to be the exception rather than the rule. I am excited over the possibility that here at Ohio we have a very real opportunity to succeed and complete our tasks. Each day we see progress, but progress only comes with your involvement and support. I am proud to join you in being a member of a team that will be the first in the DOE complex to finish what many have started: environmental restoration of sites at Ashtabula, Columbus, Fernald, Miamisburg and West Valley.

A handwritten signature in black ink, reading "Susan R. Brechbill". The signature is written in a cursive, flowing style.

Susan R. Brechbill
Manager

The Ohio Field Office EM Projects

The Ohio Field Office sustains project activity at the following five locations:

- Ashtabula, Ohio
- Columbus, Ohio
- Fernald, Ohio
- Miamisburg, Ohio
- West Valley, New York

A brief summary of the history and current activities underway for each project is provided in the following pages.

The Ashtabula EM Project (AEMP)

Project Description

The Ashtabula Environmental Management Project, the site formerly known as Reactive Metals, Inc. (RMI) Extrusion Plant, is located in northern Ashtabula County, Ohio, about 5 kilometers (three miles) northeast of the center of the City of Ashtabula and approximately .6 kilometers (one mile) south of Lake Erie. The site is in a sparsely populated highly industrialized area. Several chemical production and metal conversion plants are located nearby.

From 1962 through 1990, the RMI Titanium Company operated a government-owned 3850 ton extrusion press for the DOE at the Extrusion Plant site to process depleted, normal, and slightly enriched (# 2.1 weight U²³⁵) metallic uranium into tubes and closed-die forged billets for the Department of Energy (DOE) weapons program plutonium and tritium reactors. In addition to metallic uranium, relatively small experimental quantities of thorium were extruded into tubes during the late >60's. During a portion of its operational history, the Extrusion Plant also performed work for the commercial sector and for the Department of Defense (DoD) under an U. S. Nuclear Regulatory Commission (NRC) license (No. SMB-602). From 1962 to 1987 DOE work was performed under prime contract to the U.S. DOE and its predecessor agencies. In 1987, the RMI Titanium Company became a subcontractor to Westinghouse Materials Company of Ohio (WEMCO), the operating contractor for the DOE Fernald Feed Materials Production Center (FMPC) located at Fernald, Ohio.

Through years of processing uranium for the DOE at the RMI facility, portions of the site and immediately adjacent off-site areas became contaminated with low-level radioactive, hazardous, and mixed wastes. Contaminants of concern include uranium, technitium-99, and trichlorethylene (TCE). The current area extent of the AEMP is 9.9 hectares (24.5 acres); 1 hectare (2.5 acres) is owned by the City of Ashtabula and the remaining 8.9 hectares (22 acres) is owned by the RMI Titanium Company (RMI). At the time the site mission was changed to environmental restoration in 1991, most of the equipment on-site and 13 of the buildings were owned by DOE, with the remaining buildings, equipment, and all real property owned by RMI. In October 1994, the Chicago Operations Office paid RMI a \$1.5 million settlement for the right to demolish the 12 buildings owned by RMI. The AEMP encompasses all DOE environmental restoration and associated support activities at RMI. The AEMP strategic goal is to accomplish the project scope of work from the current baseline by September 2005. The scope of work includes all those activities necessary to:

- Investigate and remediate RMI's physical facilities and affected environment to the extent that the RMI license can be terminated and the facilities can be released for subsequent unrestricted use and,
- Investigate and remediate the area designated as a Resource Conservation and Recovery Act (RCRA) Corrective Action Management Unit (CAMU) such that closure can be attained.

The AEMP also contains those elements necessary to maintain ongoing support for the environmental restoration activities, and to enable the continued safe operation of site facilities. Included are safe shutdown operations, waste management, long-term monitoring and surveillance, program management, base facility utilities, and support services. These actions will be accomplished while ensuring that: 1) site workers are trained and medically supervised; 2) the site is maintained in a safe, secure, and accessible condition; and 3) stakeholder concerns are fully addressed in the areas of strategic planning, project management, and reporting.

Columbus EM Project

Project Description:

The Columbus Environmental Management Project (CEMP) consists of two separate sites located in central and western Franklin County, Ohio. The King Avenue (KA) site is located in the City of Columbus, Ohio while the West Jefferson (WJ) site is located approximately fifteen miles west of downtown Columbus, Ohio.

The Columbus EM Project is a cost-share project between the U.S. Department of Energy (90% share) and the Battelle Memorial Institute (10%) share to remove radioactive contamination from Battelle multi-use laboratory facilities. Fifteen buildings or portions thereof, at two separate sites became radioactively contaminated as a result of performance of work under contract to DOE and predecessor agencies. Research conducted at Battelle's laboratories included: uranium ore processing; uranium machining, fuel element fabrication; reactor design; irradiated fuel studies; and nuclear shipment safety. The type and extent of contamination varies from building to building, depending on the nature of nuclear research historically performed. Most of the contamination in laboratory and metal fabricating areas at the downtown King Avenue site is uranium, thorium and associated daughter products. The more rural West Jefferson site has a large hot cell facility and a decommissioned research reactor. All planned decontamination at the King Avenue site was completed in FY 1998. The project focus has shifted to the higher hazard facilities at West Jefferson and a five-year vision has been developed for complete remediation of the West Jefferson site.

The Battelle Columbus Laboratories are privately owned. Decontamination and return of the clean facilities to Battelle are the last actions in the close-out of a Research and Development contract (W-7405-ENG-92) which was originally signed on April 16, 1943. Battelle is the prime contractor for the work and maintains a workforce of approximately 45 PE=s, including 63 sub-contractor technicians.

Columbus EM Project Master Schedule:

See Page 7

Contractor Workforce Composition

See Page 8

Columbus EM Project Master Schedule

Columbus Contractor Workforce Composition

The Fernald EM Project

Project Description:

The Fernald Environmental Management Project (FEMP), formerly known as the Feed Materials Production Center, is located about 18 miles northwest of Cincinnati, Ohio. The facility produced uranium metal products between 1953 and 1989 for use in production reactors to make plutonium and tritium at other DOE sites in support of the US defense programs. Uranium metal production ended in July 1989 and resources shifted to environmental restoration.

Construction of the facility began in 1951, and full production started in 1953. Production peaked at Fernald in the early 1960's at about 10,000 metric tons of uranium (the plant's designed production rate), and then declined to a low of about 1.23 metric tons in 1975. In the 1970's, closure of the plant was under consideration; however, after 1981, production significantly increased, and there was a rapid staff build-up for several years. Then, in 1988, weapon production reactors at DOE sites at Hanford and Savannah River were shut down and uranium metal was no longer needed. Production at Fernald was suspended in July 1989 and officially ended in June 1991. The facility was renamed the Fernald Environmental Management Project in August 1991 to reflect its new mission of environmental restoration.

In 1991, DOE and the USEPA entered into a Consent Agreement under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). As part of that agreement a comprehensive Remedial Investigation/Feasibility Study (*PMS*) was conducted in and around Fernald to identify appropriate remedial actions. Environmental restoration efforts under the RI/FS have been divided into five Operable Units (OU), addressing specific areas or facilities at the site. The USEPA has approved Records of Decision (ROD) for all five Operable Units.

The Fernald Environmental Restoration Management Corporation (FERMCO), a subsidiary of Fluor-Daniel Inc., was awarded the contract in August 1992 to take responsibility for the cleanup and final remediation of the Fernald site. FERMCO assumed responsibility for the FEMP cleanup on December 1, 1992, and currently employs approximately 1,950 people engaged in environmental restoration and waste management activities. The FERMCO Company name was recently changed to Fluor Daniel Fernald (FDF).

Since that time, more than 700 million gallons of uranium-contained water have been treated; more than 2.76 million cubic feet of low-level radioactive waste has been shipped off-site for safe disposal; more than 9,000 tons of contaminated building materials have been demolished; the estimated cleanup time has been reduced from 25 years to 10 years; and through extensive consultations with interested stakeholders on final cleanup levels and future use(s) of the site, the overall cost of the project has been reduced by \$3.1 billion from a Target Case of 25 years and \$7.2 billion to the Vision of ten years and \$4.1 billion.

Fernald EM Project Master Schedule:

See Page 10

Contractor Workforce Composition

See Page 11

Fernald Contractor Workforce Composition

The Miamisburg EM Project (The Mound Site)

Project Description:

The Miamisburg EM Project is located at the Mound site in the city of Miamisburg, Ohio, in the southwest region of Ohio, approximately ten miles southwest of Dayton, and thirty-one miles northeast of Cincinnati, Ohio. The site encompasses approximately 306 acres, divided into two industrially zoned areas. The north area includes approximately 182 with about 123 structures. These structures include a significant number of laboratory, warehouse and administrative buildings, as steam generating station, and independent water supply and waste water treatment facilities. The site contains approximately 371,000 square feet of office space, 111,000 square feet of warehouse space, 779,000 square feet of gross building area. The south area property includes approximately 123 acres of unimproved areas of land with easy access to both the adjacent north area property and to state roads. By federal law, the Department remains responsible for the environmental legacy from past operations and is in the process of environmental cleanup.

The Mound site was acquired by the federal government from local land owners after World War II to build a plant for research, development, engineering and production of nuclear weapon components. Construction began in 1947 and operations started in 1948. Until 1995, the government-owned, contractor-operated plant provided process development, production engineering, manufacturing, surveillance, and evaluation of explosive components and other integral parts of nuclear weapons. The expertise of the scientists and engineers also supported the nation's space program and other defense activities.

Today, the Department is continuing the acceleration of the environmental remediation program and is working with the community re-use organization to transition the facilities, equipment, infrastructure, and real estate to the private sector for purposes of economic development of the local community. The Department has completed defense weapons activities at the site but continues to produce Radioisotope Thermoelectric Generator (RTG) products for the Department's Nuclear Energy Program. The vision for the Miamisburg EM Project is to be an environmentally clean, privately owned industrial park in the year 2003. A purchase agreement with the Miamisburg Mound Community Improvement Corporation (MMCIC) for sale of the Mound site to the community was signed in January 1998. As of October 1999, two parcels of land (which includes two buildings) have been transferred to the MMCIC under this sales agreement.

Miamisburg EM Project Master Schedule:

See Page 13

Contractor Workforce Composition:

See Page 14

Miamisburg EM Project Master Schedule

Miamisburg Contractor Workforce Composition

The West Valley Demonstration Project

Project Description

The Western New York Nuclear Service Center (WNYNSC) is approximately a 3,300 acre site located near West Valley, NY, owned by the State of New York and administered by the New York State Energy Research and Development Authority (NYSERDA). From 1966 through 1972 Nuclear Fuel Services (NFS) managed the only commercial nuclear fuel reprocessing facility in the United States at this site. NFS operated the facility in accordance with the United States Nuclear Regulatory Commission (NRC), Facility License CSF-1, and Docket No. 50-201. In 1972 the facility was shut down for modifications and expansions, however increased federal and state environmental regulations made the upgrade effort too costly. NFS put the facility in safe standby and informed NYSERDA it would not be renewing its lease for the property upon its expiration in 1981.

On October 1, 1980 Congress passed the West Valley Demonstration Project Act (Public Law 96-368) that authorized the Department of Energy (DOE) to carry out a nuclear high level waste (HLW) management demonstration project at the WNYNSC former reprocessing facility site. The Act directed DOE to conduct five major activities.

1. The Secretary shall solidify, in a form suitable for transportation and disposal, the HLW at the Center by vitrification or by such other technology that the Secretary determines to be most effective for solidification.
2. The Secretary shall develop containers suitable for the permanent disposal on the HLW solidified at the Center.
3. The Secretary shall, as soon as feasible, transport, in accordance with applicable law, the waste solidified at the Center to an appropriate Federal repository for permanent disposal.
4. The Secretary shall, in accordance with applicable licensing requirements, dispose of Low Level Radioactive Waste (LLW), and Transuranic Waste (TRU) produced by solidification of HLW under the project.
5. The Secretary shall decontaminate and decommission - (1) the tanks and other facilities of the Center in which the HLW solidified under the project was stored, (2) the facilities used in the solidification of the waste, and (3) any material and hardware used in connection with the project, in accordance with such requirements as the Nuclear Regulatory Commission (NRC) may prescribe.

DOE and NYSERDA entered into a cooperative agreement on September 18, 1981 defining the interface protocol and responsibilities for each organization with respect to the site. DOE also signed a Memorandum of Understanding (MOU) with NRC on September 12, 1981 to establish the necessary interface reviews and concurrence required by the WVDP Act. NRC Operating License CSF-1 was amended to give DOE possession of the facility to carry out the provisions of the WVDP Act. DOE took operational control of approximately 200 acres of the former NFS reprocessing facility on February 25, 1982.

Path Forward

In June 1998, DOE completed the first phase of the project (\$1.4B baseline) ahead of schedule and under budget. This phase encompassed the project's effort to process by means of vitrification approximately 85% of liquid high level waste (HLW) into a stable, disposal ready glass form (WVDP Act Elements #1 and #2). 210 canisters of HLW were produced during this campaign.

The scopes of work remaining for the project are associated with dispositioning waste generated by the project

as well as facilities used by the project (WVDP Act Elements #3, #4 and #5). These remaining activities are significant efforts, highly dependent upon interagency decisions and support. Consensus between DOE and NYSERDA is needed regarding how final site clean-up will be achieved. Additionally, timely issuance of NRC decommissioning criteria is required.

There are significant near-term activities required per the WVDP Act that need to be accomplished independent of the ROD for project completion and/or site closure and long-term management. These activities involve the decontamination and deactivation of other HLW Tank Farm, LLW processing facilities, disposition of some of the waste in inventory, preparatory work for HLW and TRU, and deactivation of the Vitrification Facility. The melter will remain operational through FY2001 to process as much of the remaining HLW tanks heels as possible. Activities are underway to retrieve additional High Activity Waste (HAW) from the Head End Cells of the former re-processing plant to prepare for future decommissioning. project efforts to ship LLW to disposal sites is continuing. The conceptual design of a Remote Handled Waste Treatment Facility (RHWTF) for handling/packaging of TRU waste for disposal has been performed, and efforts to contract design and construction of the facility have begun. DOE is also supporting the preparations for and shipment of Spent Nuclear Fuel (SNF) to the Idaho National Environmental and Engineering Laboratory (INEEL) in FY2001.

Project Completion/Site Closure

DOE and NYERDA jointly issued a draft Environmental Impact Statement (EIS) for project completion (by DOE) and site closure (by NYSERDA) for public comment on March 22, 1996. The options evaluated in the draft EIS ranged from restoring the site to a green field condition (approximately \$8B/off-site disposal of all radioactive wastes), to monitoring and maintaining all waste/facilities indefinitely (approximately \$30M/year). A Citizen Task Force (CTF) was initiated to openly solicit stakeholder input and address public concerns regarding how DOE and NYS might complete the project. In July 1998, the CTF provided their recommendation.

DOE and NYS are now in the process of negotiating responsibility issues between the agencies to agree upon a Preferred Alternative (PA) for project completion and/or site closure, after which efforts can begin to finalize the EIS and subsequently publish the Record of Decision (ROD).

As part of the EIS/ROD development process, the project has been working with the Nuclear Regulatory Commission (NRC) to establish decommissioning criteria for the site. NRC is a cooperating agency for the EIS and DOE expects that the decommissioning criteria will be provided in the final EIS.

The July 1999 update to *Accelerated Clean-up: Paths to Closure* fully describes the set of challenges, assumptions and programmatic risk regarding project completion by FY2015. The plan is based on aggressively pursuing the required removal of SNF and TRU waste from West Valley to interim storage/disposal sites, thereby significantly reducing mortgage costs. Due to the DOE-HQ Waste Management Programmatic EIS ROD signed in August 1999, HLW canisters will remain on-site in interim storage for an indefinite period until a federal repository becomes available. The project is now reassessing its overall out year strategy for transferring the HLW canisters to alternative on-site interim storage given constrained resources and the challenges associated with the PA/EIS/ROD process.

All of the near-term, ROD-independent activities need to be supported and all are highly resource dependent. Due to the unique nature of the site and the HLW that will remain until a federal repository becomes available in the future, the activities on site are considered high risk. Due to limited funding the project has experienced in recent history, it is expected that these activities will take a minimum of four to six years to complete. There is a high degree of confidence associated with the cost basis and estimates associated for this scope of work. As the budget cycle evolves from year to year, the project will continue to justify and validate its budget requests.

In order to support and advance the mission of the project in the most responsible and timely manner possible, the project will initiate formal efforts to baseline as soon as possible after issuance of the ROD. DOE may be able to baseline the final phase of the project sooner if good consensus with the public and NYS can be determined following the PA discussions.

West Valley Demonstration Project Master Schedule

See Page 18

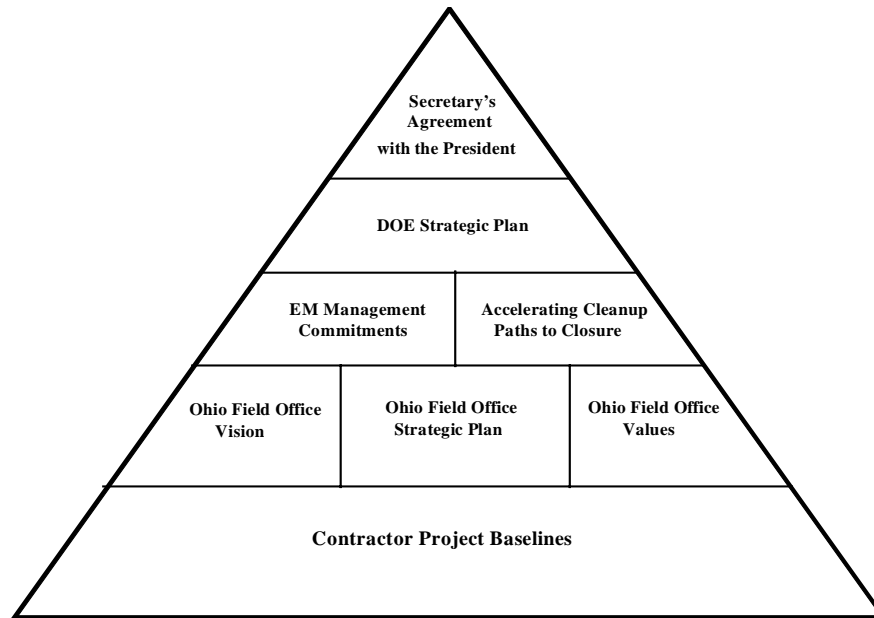
Contractor FTE Projections (FY 1999 through FY2002)

See Page 19

West Valley EM Project Master Schedule

West Valley Contractor Workforce Composition

Ohio's Strategic Plan Hierarchy



Description of Plan Components:

◆ **Ohio Field Office 10 Year Vision**

The primary achievement expected from all Ohio Field Office EM Projects.

◆ **Ohio Field Office Values**

The fundamental beliefs and ideas held by the Ohio Field Office. They establish a standard upon which key decisions are made.

◆ **The Ohio Performance Areas**

The Ohio Field Office selected five key performance areas to group the strategic activities necessary to achieve the 10-year vision.

The five areas of performance for the Ohio Field are listed below:

1. Safety Management
2. Trust and Confidence
3. Business Indicators
4. Mission Accomplishment and Compliance
5. Malcolm Baldrige Fitness Review

The Ohio Field Office Performance Areas

Safety Management

Overview:

Ensure the safety and health of the DOE workforce and members of the public, and the protection of the environment in all Departmental activities.

Performance Measures:

Performance Agreement between President William J. Clinton and Secretary of Energy Bill Richardson, Accelerating Cleanup, and Paths to Closure. The Ohio Field Office 2006 Plan, the OH ES&H Management Plan.

Value and Importance to the 10 Year Vision:

In 1995, the Ohio Field Office (OH) set a goal to develop a solid attitude on safety. Each of our EM Projects, along with the OH matrix offices, drafted policies and procedures covering Environment, Safety, and Health (ES&H). Several safety initiatives enhanced safety in the workplace. We intend to continue to build on the momentum of safety practices that began in 1995.

Integral to a solid safety culture is involvement of all OH personnel including both federal and contractor employees. To ensure that we optimize safety, our Safety Management System will focus on safety management, enhanced work planning that involves all OH personnel, and improved safety monitoring that will help drive fear out of the workplace and prevent accidents and mishaps, rather than react to them. In out years (1999 and beyond) our focus will include leading indicators to measure performance and prevent safety mishaps.

The Integrated Safety Management System

Our current practices require that OH sites comply with the OH Safety Management Policy, which directs all sites to maintain a safety basis, define requirements, ensure work planning, and perform assessments. A program that meets these requirements must be established and maintained through the operational and maintenance cycle for each project. The length of the cycle varies with each project due to current and previous missions as well as unique requirements at each project. Through the safety management system, we can assure that safety in the workplace is a paramount goal regardless of requirements.

We will continue to implement the system by a closure process that calls for 1) evaluating the work to accomplish the missions, including all general and project-specific ES&H requirements, 2) establishing an authorization basis for the work at our projects, and 3) defining and establishing roles and responsibilities. Some form of authorization basis is in place at all of the projects. Establishing the Safety Management System has involved formal reviews and approvals changes in the review and approval process, and/or formal

delegation of approval authority. The review and/or approval process including formal delegation of authority or changes to the review and approval process is planned has been completed. The Safety Management System is a process of continuous improvement.

Improved Safety Monitoring

To ensure that safety is paramount, facility representatives, technical and line management personnel are qualified as required by the DOE Technical Qualification Program.

Project Managers ensure cost, schedule and budget performance as well as the quality of work. ES&H/Q personnel support the Project Managers by ensuring that risks are considered. Emphasis has been placed on broadening personnel qualifications in order to apply more performance indicators and lessons learned.

Key Success Factors:

The following key success factors and measures of success describe our most significant results for FY 1999 toward the Environment, Safety, Health and Quality Management strategic goal and objectives.

1. Implement a sound ESH&Q culture to guide Ohio Field Office activities.
2. Enhance safety through work planning and assessment.
3. Improve safety monitoring.

As the 10-Year Vision is achieved, the systems and processes, which assure the safety and health of all OH workers and the public, will not be compromised. The accomplishment of these Key Success Factors ensures that OH safety systems always provide maximum safety assurance irrespective of the level of work being conducted as projects are completed and facilities are shut down. It also assures that safety remains invariable whenever the management and administration of various locations may change as we accomplish the Vision.

Trust and Confidence

Overview:

Success for the Ohio Field Office requires that we build partnerships of trust with our Customers, our Stakeholders, and our Employees. Without their cooperation and participation, we cannot achieve our mission.

Our customers are the people we serve:

Our customers include citizens across the nation who may have no understanding or awareness of our mission. Yet, we must look out for their interests and conduct our operations in a way that any taxpayer would commend. We also have customers who we deal with on a daily basis. These include members of the public who come to us for information or services, but it also includes fellow employees who we serve and support.

Stakeholders have a direct say in how we conduct our operations:

Stakeholders include regulators and neighbors who are directly affected by our actions and special interest groups whose values or economic interests are affected by our operations. We are obligated to understand their concerns, bring them into dialogue about our decisions, and do our best to meet their needs and requirements to the degree our mission, resources and authority allow.

We achieve nothing except through our employees:

Our employees are the muscle, bone, and strength of this organization. Our mission and our relationships with customers and stakeholders depends upon employee loyalty, enthusiasm, and skill. Thus, the members of our organization must see themselves as a team working together to achieve a common goal. We must trust and understand each other, and see how our individual actions affect the common goal. The Department earns our loyalty to the degree it acknowledges our opinions, provides clear training and guidance, and sustains a rewarding environment of salary, benefits, recognition, and meaningful work. All employees share in the responsibility to create this rewarding environment. Because the Ohio Field Office mission will end, and our careers here end, it is especially important that our work, training, and personnel policies support transition to new careers.

Value and Importance to Achieving the 10 Year Vision:

There are two fundamental reasons for seeking trust and confidence. First, without it large social obstacles will arise — critical newspaper articles, demonstrations, legal action, and reductions in funding. These, in themselves, can either slow down or halt progress. However, the second reason is even more important. Without trust and confidence, even if some significant work is achieved on the ground, it will not be defined in the public's mind as an achievement, but instead a failure. When we seek cooperative relationships with the public we serve, our work not only becomes easier to accomplish, it also becomes more rewarding.

Key Success Factors:

The Trust and Confidence Component of the Strategic Plan is derived from the following Key Success Factors:

1. Ensure managers adopt public involvement methods as key strategy to achieve 10-year vision.
2. Maintain or improve cooperative relationships and dialogue among stakeholders for all Ohio Field Office EM projects (including local residents, state and federal regulators, local government officials, members of Congress, activists, etc.).
3. Increase the level of awareness and acceptance among the general public for the mission and approaches of the Ohio Field Office.
4. Establish an environment that is focused on the needs of our internal and external customers.
5. Encourage and reward contemporary leadership practices among all managers.
6. Improve the extent to which diversity is valued and used as a means to enhance performance.

Business Indicators

Overview:

One of the primary responsibilities of any Federal entity is the effective and efficient stewardship of the taxpayer's dollar. This stewardship becomes more important as the availability of the financial resources decreases but the scope of the work remains the same or increases. Methods must be found to evaluate the effective and efficient use of scarce resources. The Environmental Management (EM) Program must continually prove itself worthy of continued congressional support through the Budget Request Process. Business measures may be reported to the OH Field Office Manager and the Performance Board through Quarterly Project Reviews.

The current fiscal climate precludes DOE from completing its EM mission using the historical DOE business model for its Production and Research and Development Programs. Therefore a Strategic Plan and accompanying Performance Measures are needed to lay out a path to achieve a new business model. The Business Indicator section of this Plan articulates the Ohio Field Office reaction to this needed change.

Value and Importance to Achieving the 10 Year Vision:

The Ohio Field Office has challenged itself to an aggressive 10-year completion program. A new culture is necessary when addressing how we do work and how we contract the work. The section contains those key elements felt to be necessary to achieve the OH 10-year vision and how we will measure ourselves. Both contracting and cost management are considered vital to achieve the goal.

Key Success Factors:

The Business Indicators Component of the Strategic Plan is derived from the following Key Success Factors:

1. Support the achievement of the Ohio Field Office Vision through effective fiscal management.
2. Support the achievement of the Ohio Field Office Vision through effective acquisition and asset management strategies.
3. Support the achievement of the Ohio Field Office Vision through effective utilization of IM resources.

Mission Accomplishment and Compliance

Overview:

The *Mission Accomplishment and Compliance* element includes both regulatory and other requirements for the day-to-day operation of the Ohio Field Office EM Projects. EM must be able to demonstrate “real” progress in terms of clean-up and site disposition. Ohio will focus its resources toward that end while ensuring safe operations, milestone completion, and the management or elimination of urgent risks. Mission Accomplishment measures may be reported to the OH Field Office Manager and the Performance Board through Quarterly Program Reviews.

Value and Importance to Achieving the 10 Year Vision:

Achieving regulatory milestones is a very critical element of achieving the Ohio Field Office Vision! If we do not focus our resources on achieving these milestones, we jeopardize our relationship with the regulators, the public and other stakeholders. By establishing goals and strategies for the next three to five years, this Strategic Plan provides a “road-map” to the successful achievement of the 10-Year Vision.

Key Success Factors:

The Mission Accomplishment and Compliance Component of the Strategic Plan is derived from the following Key Success Factor:

1. Complete regulatory milestones and other appropriate requirements for all Ohio Field Office EM Projects.

Malcolm Baldrige Fitness Review

Overview:

The Malcolm Baldrige National Quality Program is a major tool for measuring organizational excellence at the Ohio Field Office. Every year we will do a fitness review following the Malcolm Baldrige criteria. This will be a self-assessment done by our own employees. The recommendation will result in a corrective action plan which will be tracked as part of the Strategic Plan (see Section E). This process will yield continuous improvements in the conduct of our operations.

Key Success Factors

1. Improvement in results of the Malcolm Baldrige Fitness Review by:

- Leadership
- Strategic Planning
- Customer & Market Focus
- Information & Analysis
- Human Resource Focus
- Process Management
- Business Results

The Assessment Process: Making the Strategic Plan A Reality

The assessment process is the mechanism which ensures that our Strategic Plan becomes a credible, working document - a true roadmap to achieving the vision - versus one which is created and ignored until the next planning period. The importance of the assessment process is clear when one considers the following reasons.

- People have a tendency to do the things that they know will be measured and reviewed. The old adage “*what gets measured, gets done*” is certainly true. Without a formal process to review our progress to the plan, we are likely to let the pressures of our day-to-day operations “push aside” these strategic issues.
- The assessment process allows for changes to the plan. Our strategic plan has been developed against a backdrop of assumptions. These assumptions, coupled with the inability to accurately predict the future, require acceptance of the fact that the plan will need to be adjusted periodically over the next three to five years. For the plan to be credible to our employees and stakeholders, it must be adjusted when internal and external circumstances change. Our focus is not to “have a plan in place.” The focus is on defining the intermediate actions to achieve our vision.

How the Process Works:

Progress against the Strategic Plan is reported through regular and orderly reviews. Two types of reviews are held: Monthly and Quarterly.

Monthly Plan Reviews

Monthly plan reviews are held by the Ohio Field Office Performance Board. During these reviews, the Performance Board examines the extent to which each strategy in the plan has been implemented. Prior to the meeting, each of the “Performance Area Owners” reviews the strategies within their respective area of ownership and assigns a status flag to the strategy based on the current progress against the performance measure(s) for the strategy. The five status flags are: 1) On-track; 2) Complete; 3) Warning; 4) Off-track; and 5) Strategy/performance measure is inappropriate. In the event that a strategy is assigned one of the last three flags, the owner documents the following information and presents it to the Performance Board at the meeting.

- The major issues or problems that need to be discussed or resolved.
- Recommendations for actions to be taken, including changes in timing, strategies, performance measures, and resource requirements.

The status flag for each strategy - and key comments / decisions from the meeting - are documented by the Recording Secretary in the “*Ohio Performance Plan: Strategies and Performance Measures.*” This document serves as the official record of progress to all strategies in the OH Strategic Plan.

Monthly Plan Reviews are scheduled the second Tuesday of each month.



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Safety Management*

Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning 🛑 Off Track ✅ Complete 🚫 Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO

KEY SUCCESS FACTOR A.1.- Implement a Sound ESH&Q Culture to Guide Ohio Field Office Activities

OBJECTIVE: *Integrate and Embed Sound Environment, Safety, Health, and Quality Practices into the Performance of the Ohio Field Office’s day-to-day work.*

1. Strategy: Implement Integrated Safety Management (ISM) at all OH sites.	1. Performance Measure: Perform ISM description and implementation reviews by SMIT approved verification teams at MEMP by June 30, 2000.												
	2. Performance Measure: Complete annual ISMS Certification Maintenance (WV self-assessment) by January 31, 2000. (?)												
2. Strategy: Identify and/or clarify ES&H roles and responsibilities.	3. Performance Measure: Update the OH Functions, Responsibilities, and Authorities Manual (FRAM) in accordance with the revised DOE FRAM I annually by March 31 st .												



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Safety Management*

Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 🏹 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO

KEY SUCCESS FACTOR A.2. - Enhance Safety Through Work Planning and Assessment

OBJECTIVE: *Assure all site operations are conducted in a safe manner through proactive planning and surveillance to prevent fatalities, serious accidents, and environmental releases.*

1. Strategy: Conduct functional area independent oversight assessments	4. Performance Measure: Develop, in coordination with Project Offices, an assessment schedule annually by November 30 th .												
2. Strategy: Institute an effective Lessons Learned program.	5. Performance Measure: Perform Self-Assessment of OH Lessons Learned Program annually by March 31 st .												
3. Strategy: Institute an effective Quality Assurance Program	6. Performance Measure: Perform Assessment of OH-Wide QA Program annually by June 1 st .												
4. Strategy: Use VPP to enhance safety.	7. Performance Measure: Perform VPP Assessment at WV by December 10, 1999.												



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Safety Management*

Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO

KEY SUCCESS FACTOR A.3.- Improve Safety Monitoring

OBJECTIVE: *Utilize qualified personnel to monitor ESH&Q Programs by tracking and trending safety performance*

1. Strategy: Meet the DOE Technical Qualification Program (TQP) goals for personnel whose responsibilities impact safety at nuclear facilities.	8. Performance Measure: Conduct Self-Assessment of TQ Program and progress annually by July 30 th .												
2. Strategy: Evaluate overall effectiveness of safety and health program using performance indicators and establishing targets for performance improvement.	9. Performance Measure: OCS will prepare and distribute a quarterly report, which tabulates and tracks applicable EM-1 performance indicators; the report is due 30 days after the end of the quarter.												
10. Strategy: Enhance Senior OH Management knowledge of OH ES&H/QA program requirements.	10. Performance Measure: Implement ISM performance Indicators by (TBD – need final guidance from HQ).												



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Trust and Confidence*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

KEY SUCCESS FACTOR B.1. - Managers adopt public involvement methods as key strategy to achieve 10-year vision.

OBJECTIVE: *DOE and contractor management at every Ohio project develop a joint public affairs plan based on DOE and Ohio Field Office public involvement doctrine and unique local conditions.*

1. Strategy: Plans will be brief, flexible, and include five sections (situation, objective, concept, logistics, and evaluation) in accordance with Ohio doctrine.	1. Performance Measure: Plans are revised annually at any time most useful to project directors, but no later than the end of the fiscal year.						
---	---	--	--	--	--	--	--

KEY SUCCESS FACTOR B.2. - Maintain or Improve Cooperative Relationships and Dialogue Among Stakeholders at All Ohio Field Office EM Projects (including Local Residents, State and Federal Regulators, Local Government Officials, Members of Congress, Activists, etc.)

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Trust and Confidence*



Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
1. Strategy: A mechanism is in place at each site to ensure that stakeholders have at least one person within our organization who they know and who they can rely upon to keep them informed or to whom they can go when they have questions.	2. Performance Measure: A person-to-person communication program exists at every Ohio project that has the components listed below. Small sites may modify these components to fit their situation. <div> a. Stakeholders are identified by name. b. Trained personnel or envoys are designated to be responsible for maintaining a relationship with each stakeholder. c. Envoys meet regularly with site management to discuss issues and share information about site programs and stakeholder relationships. d. Each stakeholder is communicated with on a regular basis. The frequency and nature of the contact will depend on circumstances, but will be defined specifically, and planned, at least, annually. </div>						

OBJECTIVE: *Managers accurately identify their stakeholders and apply appropriate techniques to achieve cooperative dialogue*

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Trust and Confidence* Performance Board Review Matrix - Strategies and Performance Measures


STATUS FLAGS:
  On Track
  Warning
  Off Track
  Complete
  Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
2. Strategy: A mechanism is in place at each site to ensure that stakeholders have at least one person within our organization who they know and who they can rely upon to keep them informed or to whom they can go when they have questions.	3. Performance Measure: A person-to-person communication program exists at every Ohio project that has the components listed below. Small sites may modify these components to fit their situation. e. Stakeholders are identified by name. f. Trained personnel or envoys are designated to be responsible for maintaining a relationship with each stakeholder. g. Envoys meet regularly with site management to discuss issues and share information about site programs and stakeholder relationships. h. Each stakeholder is communicated with on a regular basis. The frequency and nature of the contact will depend on circumstances, but will be defined specifically, and planned, at least, annually.						

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Trust and Confidence*


Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS:

 On Track

 Warning

 Off Track

 Complete

 Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
2. Strategy: A process is in place to assess the quality of our external relationships and responsiveness to stakeholders. It will, as a minimum, seek to know the following about our stakeholders: ? Whether they feel that there is someone at the site to whom they can go to get prompt and accurate information about the site. ? Whether they feel DOE understands their concerns and act upon them within the bounds of our mission and resources. ? Whether they are aware of other stakeholders and have some understanding of their concerns. ? Whether they understand our site mission and view it and our methods for achieving it as legitimate. ? Whether they are aware of major internal and external obstacles to our achieving our mission.	3. Performance Measure: A written assessment of the process and results is prepared and used in each year’s planning cycle.						

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Trust and Confidence*

Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS:  On Track  Warning  Off Track  Complete  Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

KEY SUCCESS FACTOR B.3. - Increase the Level of Awareness and Acceptance Among the General Public for the Mission and Approaches of the Ohio Field Office

OBJECTIVE: *Increase public awareness and acceptance of the Ohio Field Office Missions and the methods for achieving them.*

1. Strategy: Public Affairs maintains cordial professional relationships with reporters in our market areas.	4. Performance Measure: Public Affairs staff can identify reporters in their market, personal relationships have been established and are maintained.						
2. Strategy: Public Affairs will develop a variety of communication mediums appropriate to site activities that management can use to communicate with customers and stakeholders. These may include newsletters, videos, public meetings, speakers bureaus, open houses, tours, citizens advisory boards, focus groups, and press releases. A strategy for using these activities and products is specified in annual site plans.	5. Performance Measure: An assessment of communication tool effectiveness shall be done continually. An assessment document will be prepared and be a part of or appendix to the annual public affairs plan.						
3. Strategy: Public Affairs is organized and trained to respond swiftly in a crisis to position itself as the first and best source of information for the public and the media.	6. Performance Measure: Press conferences, news releases, media and stakeholder contacts are swift and accurate as measured by actual events or annual crisis management drill or table-top exercise.						
4. Strategy: PA develop the means to assess the level of public awareness around OH sites.	7. Performance Measure: PA will annually report to the Performance Board assessment results, December 1 st .						

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Trust and Confidence*
Performance Board Review Matrix - Strategies and Performance Measures



STATUS FLAGS: ✍ On Track † Warning † Off Track † Complete † Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

KEY SUCCESS FACTOR B.4. - Establish an Environment Which is Focused on the Needs of our Internal and External Customers

OBJECTIVE: *Effective and mutually satisfying relationships with Internal and External Customers are the Norm.*

1. Strategy: CAPPS will track and report improvements in OH internal customer service satisfaction.	8. Performance Measure: Administer Customer Satisfaction Survey in May of each year.						
	9. Performance Measure: Provide results of Customer Service Satisfaction Survey to OH Performance Board annually in August.						
2. Strategy: Execute Customer Service Improvement Plan.	10. Performance Measure: Each OH organization reports status to Performance Board in September of each year.						

OBJECTIVE: *The leadership system for the Ohio Field Office is characterized by the following actions:*

- ? *The behavior of managers is consistent with the Field Office Vision and Values*
- ? *Reinforcement (Rewards) is consistent with the Vision and Values*
- ? *“Management by Walking Around” is commonplace*
- ? *Effective communication is the norm between managers and employees in areas such as job expectations, organizational issues, etc.*

1. Strategy: Annually, by May of each year, the Performance Board will review the results from the Malcolm Baldrige survey and develop action plans for those areas needing improvement.	11. Performance Measure: Using the Malcolm Baldrige Criteria, demonstrate continuous organizational improvement by achieving 10% improvement over the prior year’s score.						
---	--	--	--	--	--	--	--

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Trust and Confidence*
Performance Board Review Matrix - Strategies and Performance Measures



STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

KEY SUCCESS FACTOR B.6. - Improve the Extent to Which Diversity is Valued and Used as a Means to Enhance Performance

OBJECTIVE: *OH’s Workforce is a Place Where Differences are Valued and its make-up is reflective of the citizenry which it represents.*

1. Strategy: Educate the workforce and promote acceptance of differences.	12. Performance Measure: Diversity Manager to status programs conducted in June and December to the OH Performance Board.						
2. Strategy: Enhance recruitment where under-representation exists.	13. Performance Measure: Diversity Manager to inform the OH Performance Board in June and December on areas where under-representation exists.						



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

KEY SUCCESS FACTOR C.1. - Support the achievement of the OH Vision through effective fiscal management.

OBJECTIVE: *Operate a vigorous Life Cycle Cost Savings Program at each of the Project Offices.*

1. Strategy: Update life cycle cost savings challenges for each Project Office.	1. Performance Measure: Update life cycle cost savings challenges by September 30 th of each year. (Performance would be reported only once, in September.)						
2. Strategy: Track performance against life cycle cost savings challenges for each Project Office.	2. Performance Measure: <i>Percentage of cost savings achieved against life cycle challenge based on information reported by each Project Office semi-annually in TIPS. (Performance would be reported twice, in March and September.)</i>						

OBJECTIVE: *Obtain appropriated funds at the Paths to Closure planning level.*

1. Strategy: Effectively manage uncosted balances.	3. Performance Measure: Maintain or reduce uncosted balances, using FY 99 as benchmark. (Performance would be reported quarterly.)						
---	---	--	--	--	--	--	--



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
2. Strategy: Effectively manage functional support costs.	4. Performance Measure: Maintain or reduce functional support costs, using FY 98 as benchmark. (Performance would be reported twice, in December and May.)						
	5. Performance Measure: Facilitate acceptance of “best-in-class” functional performance by BWO, Fluor Daniel Fernald, and WVNS by June 30, 2000.						
3. Strategy: Effectively manage unobligated balances.	6. Performance Measure: Maintain or reduce unobligated balances, using FY 99 as benchmark. (Performance would be reported quarterly.)						
4. Strategy: Effectively support budget requests.	7. Performance Measure: Submit high quality, well-supported performance-based budget request annually by mid-April.						
	8. Performance Measure: Submit high quality <i>Accelerating Cleanup: Paths to Closure</i> strategy by due date(s).						



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

Objective: *Identify and resolve internal control issues and management control vulnerabilities at Project Office and Functional Offices.*

1. Strategy: Assure that FMFIA action plans for items reported in the most recent report are on schedule to be closed during the reporting period.	9. Performance Measure:						
---	--------------------------------	--	--	--	--	--	--

OBJECTIVE: *Improve processing fort Travel documents.*

1. Strategy: Implement Travel Manager 7.0 to all sites during FY2000.	10. Performance Measure: Meet and/or provide a monthly status report for the due dates established in the Ohio Travel Manager 7.0 implementation plan.						
--	---	--	--	--	--	--	--



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

OBJECTIVE: *Improve integration and reporting of performance metrics information.*

1. Strategy: Identify cross-functional processes of the functional offices and review process flow. Identify improvements and implement. (Champion – Mona Snyder)	11. Performance Measure: By September 1, 2000, the Transportation PIT will submit for the OH Manager’s approval a revised, cross-functional Transportation process for the OH.						
	12. Performance Measure: By May 1, 2000, the BMOP PIT will submit for the OH Manager’s approval, a revised cross-functional BMOP process for the OH.						



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

KEY SUCCESS FACTOR C.2.- Support the achievement of the OH Vision through effective acquisition and asset management strategies

OBJECTIVE: *Integrate asset disposition with the Cleanup Mission to facilitate closure.*

1. Strategy: Integrate asset disposition with the Cleanup Mission to facilitate closure.	13. Performance Measure: Integrate Mound parcel transfer and/or real property activities into MEMP baseline by September 30, 2000. (Measure would be statused monthly.)						
	14. Performance Measure: Track MEMP parcel transfers achieved in accordance with plan on a monthly basis.						



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 🚩 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

OBJECTIVE: *Utilize innovative performance based contracting strategies to accelerate closure and site disposition.*

1. Strategy: Conduct effective competitive solicitation for new FEMP contact.	15. Performance Measure: Execute the FEMP contracting strategy and award a performance-based closure contract for FEMP by September 30, 2000. (Status monthly.) (?)						
2. Strategy: Integrate DOE and State of New York objectives into a WV contracting strategy.	16. Performance Measure: Develop a path forward and secure all OH concurrences for the West Valley contract by September 30, 2000. (Status monthly.)						
19. Strategy: Begin to develop transition measures for the DOE NE mission that will remain at the MEMP site.	17. Performance Measure: <i>Develop and execute a plan for the NE Island at the MEMP site by September 30, 2000. (Status quarterly.)</i>						



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

KEY SUCCESS FACTOR C.3. - Support the achievement of the OH Vision through effective utilization of IM resources.

OBJECTIVE: *Maintain a management system that supports the OH Vision, increases communication, and measures success.*

1. Strategy: Develop and maintain IM capabilities and systems which cost-effectively serve the needs of DOE employees and management.	18. Performance Measure: Perform an annual survey of automation needs by November 30 th of each year.						
	19. Performance Measure: CRAB will evaluate the survey and subjectively determine, based on cost vs. benefits, which projects should be implemented, which should be modified to provide the most benefit at a reasonable cost, and which projects do not meet their cost/benefit criteria. An annual list of recommended projects will be developed by January 15 th of each year.						



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
2. Strategy: Ensure that all systems are in compliance with Year 2000 requirements.	20. Performance Measure: Complete renovation of mission critical systems by October 15, 1999.						
	21. Performance Measure: Complete renovation of non-mission critical systems by October 15, 1999.						
	22. Performance Measure: Complete validation of non-mission critical systems by March 31, 1999.						
	23. Performance Measure: Submit quarterly reports by November10, 1999; February10, 2000; and May10, 2000.						
	24. Performance Measure: Complete OH wide Year 2000 Drill by November1, 1999.						
	25. Performance Measure: Complete Configuration Management Plan by November1, 1999.						
	26. Performance Measure: Complete updates of Zero Day Plans by December1, 1999.						
	27. Performance Measure: Have no significant impact to mission critical systems due to Year 2000 rollover report by February1, 2000.						
	28. Performance Measure: Have no significant impact to mission essential (critical safety and health) systems due to Year 2000 rollover report by February1, 2000.						



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
	29. Performance Measure: Have no significant impact to non mission essential systems due to Year 2000 rollover report by February1, 2000.						
	30. Performance Measure: Have no significant impact to mission critical systems due to Year 2000 leap year date report by March 15, 2000.						
	31. Performance Measure: Have no significant impact to mission essential (critical safety and health) systems due to Year 2000 leap year report by March, 15, 2000.						
	32. Performance Measure: Have no significant impact to non mission critical systems due to Year 2000 leap year report by March 15, 2000.						



OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Business Indicators*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

COMMITMENT FLAGS: * FY2000 Management Commitments
 ? Other Upper Level Commitments

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		Apr 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

OBJECTIVE: *Ensure that adequate and appropriate IM resources are efficiently implemented.*

1. Strategy: Establish a cost baseline for each user and compare with commercial, federal, and DOE norms.	33. Performance Measure: Compare OH “per user” cost with Department, Federal, and commercial norms (currently average \$6,000 per user).						
--	---	--	--	--	--	--	--

KEY SUCCESS FACTOR C.4 – Support vision by effective initialization of innovative Personnel procedures.

1. Strategy: Determine development or career needs/desires for individual employees as the OH Field Office Transition.	34. Performance Measure: By September 30, 2000, OH will have implemented 12 cross-functional assignments.						
	35. Performance Measure: The training function will continue to obtain training that leads to industry recognized certification beyond just the Federal of DOE sector. Offer four training certifications by December 30, 2000.						

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Mission Accomplishment and Compliance*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 🚩 On Track ⚠ Warning ⚠ Off Track ✅ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: ? FY2000 Management Commitments
 ? Other Upper Level Commitments



STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO

KEY SUCCESS FACTOR D.1.- Complete Regulatory Milestones and Other Appropriate Requirements for All Ohio Field Office EM Projects

OBJECTIVE: *Execute Project Baselines and Meet Critical Milestones for all OH Projects.*

1. Strategy: Meet FY2000 commitments.	1. Performance Measure: Complete implementation of Plant 1 Pad Consolidation Plan on or before April 14, 2000.												
	2. Performance Measure: Complete certification of areas A1PII, A1PIII, and A8PIII on or before July 30, 2000.												
	3. Performance Measure: Place a total of 230,000 cubic yards of material into Cells 1, 2, and 3 on or before September 30, 2000. (? , ?)												
	4. Performance Measure: Complete shipment of 130,000 cubic feet of Low Level Waste to the NTS on or before September 30, 2000.												
	5. Performance Measure: Complete off-site shipment of 2080 MTU of Nuclear Material on or before September 30, 2000. (? , ?)												

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Mission Accomplishment and Compliance*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: ? FY2000 Management Commitments
 ? Other Upper Level Commitments



STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO
	6. Performance Measure: Complete required FY2000 actions, which resulted from the Independent Project Review conducted by Deloitte & Touche at the Fernald Environmental Management Project (FEMP).												
	7. Performance Measure: Submit Silos 1 and 2 Feasibility Study to USEPA/Ohio EPA on or before February 1, 2000. (? , ?)												
	8. Performance Measure: Maintenance/Tank Farm Certification of Construction Completion by March 2000. (?)												
	9. Performance Measure: Process, ship and disposal of 112,000 tons of Waste Pit Material from Waste Pit Project by September 2000. (?)												
	10. Performance Measure: Plane 6/East Warehouse Notice to Proceed by May 2000. (?)												
	11. Performance Measure: Place protective cover over clay line for Cell 3 by December 1999. (?)												

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Mission Accomplishment and Compliance*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 🏹 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: ? FY2000 Management Commitments
 ? Other Upper Level Commitments



STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO
	12. Performance Measure: Process two billion gallons of waste water/ground water by September 2000. (?)												
	13. Performance Measure: Submit pre-final Integrated Remedial Design package for Area 3A/4A to EPA by March 2000. (?)												
	14. Performance Measure: Ship two batches of liquids to TSCA Incinerator by September 2000. (?)												
	15. Performance Measure: Dispose of 3,369 cubic meters (112,085 cubic feet) of currently inventoried low-level waste by September 30, 2000. (? , ?)												
	16. Performance Measure: Submit draft Silo 3 Remedial Design package to EPA by June 2000. (?)												

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Mission Accomplishment and Compliance*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: ? FY2000 Management Commitments
 ? Other Upper Level Commitments



STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO
	17. Performance Measure: Complete transfer of Parcels 3 to the MMCIC by September 30, 2000. (Note: Parcel 4 date will slip to November 30, 2000 – outside of FY.) (?)												
	18. Performance Measure: Issue final draft characterization report for PRS 66, Phase 1 sampling, by September 30, 2000.												
	19. Performance Measure: Complete legacy excess nuclear material shipments by September 30, 2000. (? , ?)												
	20. Performance Measure: Complete required FY2000 actions that resulted from the Independent Project Review conducted by Hill International at the Miamisburg Environmental Management Project (MEMP).												
	21. Performance Measure: Complete Disposition of Excess RCRA Chemicals by September 30, 2000. (? , ?)												
	22. Performance Measure: Demolish Bldg. E – Analytical Labs and Annex to Slab Level by September 30, 2000. (? , ?)												
	23. Performance Measure: Clean out Semi-Works 22 gloveboxes and dispose of waste by September 30, 2000. (?)												
	24. Performance Measure: Complete M Building On-Scene Coordinator Report by September 30, 2000. (?)												

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Mission Accomplishment and Compliance*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: ? FY2000 Management Commitments
 ? Other Upper Level Commitments



STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO
	25. Performance Measure: Building 88 decommissioning complete by September 30, 2000. (?)												
	26. Performance Measure: Building WD – complete project plan (Phase II) for interior demolition by June 2000. (?)												
	27. Performance Measure: Complete PRS 99 On-Scene Coordinator Report by April 2000. (?)												

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Mission Accomplishment and Compliance*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: ? FY2000 Management Commitments
 ? Other Upper Level Commitments



STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO
	28. Performance Measure: Complete JN-1 Pool for temporary storage of TRU waste by January 30, 2000. (?)												
	29. Performance Measure: Implement Battelle Employee Incentive Plan by March 30, 2000.												
	30. Performance Measure: Receive TRU waste certification from Carlsbad Area Office by April 30, 2000.												
	31. Performance Measure: Complete demonstration of Sonatol Dry Cleaning Unit by April 30, 2000. (?)												
	32. Performance Measure: Complete draft Baseline Rev. 3 by September 30, 2000.												
	33. Performance Measure: Complete characterization of West Jefferson drain lines by March 31, 2000. (?)												
	34. Performance Measure: Sort/segregate/package 12 TRU casks by February 24, 2000. (?)												
	35. Performance Measure: Building KA-7 Final Survey Report submitted to IVC by March 30, 2000. (?)												
	36. Performance Measure: Complete Phase 1 Soil Washing at AEMP by September 30, 2000. (? , ?)												

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Mission Accomplishment and Compliance*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ✅ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: ? FY2000 Management Commitments
 ? Other Upper Level Commitments



STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO
	37. Performance Measure: Develop a DOE/NYS preferred alternative by April 30, 2000. (? , ?)												
	38. Performance Measure: Vitrify 200,000 curies of Cs-137 and Sr-90 from HLW Tank 8D-2 by September 30, 2000. (? , ?)												
	39. Performance Measure: Place 244 – 246 HLW canisters in storage by September 30, 2000. (? , ?)												
	40. Performance Measure: Determine Tank 8D-2 radionuclide inventory by September 30, 2000. (?)												
	41. Performance Measure: Ship 30,000 cubic feet of Class A LLW for disposal by September 30, 2000. (? , ?)												
	42. Performance Measure: Complete Title I design of Remote Handled Waste Facility (RHWF) by September 30, 2000. (? , ?)												
	43. Performance Measure: Size reduce 5-8 pieces of HLW-contaminated expended material (VEMP) by June 30, 2000. (?)												

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Mission Accomplishment and Compliance*
Performance Board Review Matrix - Strategies and Performance Measures

STATUS FLAGS: 📌 On Track ⚠ Warning ⚠ Off Track ⚠ Complete ⚠ Strategy or Performance Measure is Inappropriate

REPORTING LEGEND: (AB) Ashtabula; (CL) Columbus; (FN) Fernald; (MB) Miamisburg; (WV) West Valley; (FO) Functional Offices

COMMITMENT FLAGS: ? FY2000 Management Commitments
 ? Other Upper Level Commitments



STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG											
		April 2000						May 2000					
		AB	CL	FN	MB	WV	FO	AB	CL	FN	MB	WV	FO
	44. Performance Measure: Submit Safety Analysis Report for Packaging (SARP) of Spent Nuclear Fuel (SNF) to NRC by March 31, 2000. (?)												
	45. Performance Measure: Pour 5 canisters of HLW for FY2000. (?)												

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Malcolm Baldrige Criteria*
Performance Board Review Matrix - Strategies and Performance Measures



STATUS FLAGS: ✍ On Track † Warning † Off Track † Complete † Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		April 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

KEY SUCCESS FACTOR E.1. – Improvement in results of Malcolm Baldrige Fitness Review

OBJECTIVE: 1. *Leadership*

1. Strategy: Increase management/employee interaction. (Champion - Office of the Manager)	1. Performance Measure: The Ohio Field Office Manager will annually hold at least three brown-bag lunches in Mianmisburg and will visit the other sites at least once a year as travel permits. Monthly All-Hands meetings will continue with the Manager presently current information as well as taking questions. At the majority of the All-Hands meetings one of the direct reports will make a presentation on the status/progress of their organization towards closure and other items of general interest to the audience.						
2. Strategy: Managers and Supervisors will resolve personnel problems more timely when possible. (Champion – Ken Briggs)	2. Performance Measure: Continue offering supervisory training on HR management including work force discipline.						
	3. Performance Measure: Send messages at All-Hands meetings concerning management expectations and equitable treatment. (June 2000)						
	4. Performance Measure: Performance appraisal criteria for supervisors will be updated to include leadership criteria by September 30, 2000.						

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Malcolm Baldrige Criteria*
Performance Board Review Matrix - Strategies and Performance Measures



STATUS FLAGS: ✍ On Track † Warning † Off Track † Complete † Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		April 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
3. Strategy: Foster honesty, openness and trust in all organizations. (Champion – Office of the Manager)	5. Performance Measure: All managers and supervisors will take action to give employees within their organization more time and attention. Examples of actions may include: ? brown-bag lunches ? walk around time ? fixed hours of open door time ? hold one-on-one meetings						

OBJECTIVE 2: *Strategic Planning*

1. Strategy: Align the Strategic Plan with project baselines. (Champion – Office of the Manager)	6. Performance Measure: The next update of the Ohio Strategic Plan (Fall 2000) will realign and use the current project baselines. The plan will also include an explanation that clearly delineates the difference between our current project baseline (where we are now) vs. the Vision (where we want to be).						
---	--	--	--	--	--	--	--

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Malcolm Baldrige Criteria*
Performance Board Review Matrix - Strategies and Performance Measures



STATUS FLAGS: ✍ On Track † Warning † Off Track † Complete † Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		April 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

OBJECTIVE 3: *Customer and Market Focus*

1. Strategy: Clarify team member’s roles and responsibilities within organizations. (Champion – Ward Best) (Champion – Rick Provencher)	7. Performance Measure: Issue Roles and Responsibility matrix by March 31, 2000.						
	8. Performance Measure: Project Offices initiate or continue PIT effort to better define and improve the roles and responsibilities. Following the definition of the revised R&R matrix, conduct group briefing/discussion and review annually. (September 30, 2000)						

OBJECTIVE 4: *Information and Analysis*

1. Strategy: Subject performance measures to periodic process improvement reviews with a goal of improving their quality while limiting the quantity. (Champion – Office of the Manager) (Champion – Ken Briggs)	9. Performance Measure: The Manager’s Office will convene a small team of Senior Managers to inventory the corporate and project performance measures that a now being statused (as of May 1, 2000). This team will work with the metric owners to validate the measures requirement for continued statusing or recommend it’s removal by July 15, 2000. For those measures that are recommended for retention, the quality of the measure will also be assessed by July 15, 2000.						
	10. Performance Measure: CRAB should evaluate options for updating TIPS or pursuing other options by June 30, 2000.						

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Malcolm Baldrige Criteria*
Performance Board Review Matrix - Strategies and Performance Measures



STATUS FLAGS:✍ On Track † Warning † Off Track † Complete † Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		April 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
2. Strategy: Subject the Lessons Learned Program to a process improvement review. (Champion – Ward Best)	11. Performance Measure: OCS will develop a corrective action plan after completion of a planned self-assessment (May 19, 2000).						
3. Strategy: Resolve and communicate the management of the Technical Qualification program and its Individual Development Program with the conversion to the CHRIS. (Champions – Ward Best/Ken Briggs)	12. Performance Measure: HR and OCS will develop a joint memo and make an All-Hands meeting presentation by August 2000.						

OBJECTIVE 5: *Human Resource Focus*

1. Strategy: Address ambiguity associated with the OH Awards Program. (Champion – Ken Briggs)	13. Performance Measure: By May 31, 2000, HR will prepare a memo for the Manager’s signature addressing the following issues: ? The linking of awards to the performance appraisal system. ? The Manager’s expectation on the timelines of awards. ? The intended use of the Manager’s Award Pool and the Awards Store.						
2. Strategy: Revisit the continued use of the 360 appraisal system. (Champion – Ken Briggs)	14. Performance Measure: Survey all-hands on the continued use of the 360 system by April 1, 2000.						

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Malcolm Baldrige Criteria*
Performance Board Review Matrix - Strategies and Performance Measures



STATUS FLAGS:✍ On Track † Warning † Off Track † Complete † Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		April 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
3. Strategy: Establish a timetable for completion of the employee transition plan. (Champion – Ken Briggs)	15. Performance Measure: The OH Federal Employee Transition Program Plan was completed on December 24, 1997. The OH Retention-Transition Alliance will issue a draft communication plan by March 24, 2000 and a final communication plan by April 10, 2000. This plan will outline the various vehicles for communicating retention/transition activity.						

OBJECTIVE 6: *Process Management*

1. Strategy: Evaluate and streamline the administrative and technical reporting requirements from the internal/external customers and consolidate the number of operational procedures for internal work processes. (Champion – Rick Provencher) (Champion – Pete Greenwalt)	16. Performance Measure: By June 1, 2000, establish a PIT to develop and demonstrate, using the MEMP as a pilot site, an accelerated exit strategy through the reduction/elimination of administrative and technical requirements. Team membership will consist of representatives from MEMP (lead), BWXTO, OCC, and AAM, with ad hoc support from the Office of the Manager, CFO, and OCS. Target completion is September 30, 2000.						
	17. Performance Measure: Provide a Travel Manager user document to all employees by March 31, 2000. Provide training to all sites, requiring it, by September 30, 2000. Will coordinate with HRD/IM to determine the systems requirements for each project by May 31, 2000.						

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Malcolm Baldrige Criteria*
Performance Board Review Matrix - Strategies and Performance Measures



STATUS FLAGS:✍ On Track † Warning † Off Track † Complete † Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		April 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000
(Champion – Ward Best)	18. Performance Measure: Better define the mission of OCS by updating its Technical Management Plan by July 30, 2000 and adding an element on communications.						
(Champion – Tony Eitran)	19. Performance Measure: The continued development of a records management process will be achieved by the following: ? Ohio functional offices, MEMP and FEMP will complete RIDS for the records in their possession by May 31, 2000. ? All active and inactive non-classified records at BWXTO and FDF will be inventoried and scheduled by September 30, 2000. ? A formal Records Management Plan for OH will be prepared by December 31, 2000.						

OHIO FIELD OFFICE PERFORMANCE PLAN ASSESSMENT- *Malcolm Baldrige Criteria*
Performance Board Review Matrix - Strategies and Performance Measures



STATUS FLAGS:✍ On Track † Warning † Off Track † Complete † Strategy or Performance Measure is Inappropriate

STRATEGIES	PERFORMANCE MEASURES	STATUS FLAG					
		April 2000	May 2000	June 2000	July 2000	Aug 2000	Sept 2000

OBJECTIVE 7: *Business Results*

1. Strategy: Continue strong management focus on working external relationships to obtain sufficient budget to support the Vision. (Champion – Pete Greenwalt))	20. Performance Measure: Communicate cost and schedule impacts of all FY2002 Budget scenarios to stakeholders/regulators by May 1, 2000.						
	21. Performance Measure: Communicate cost and schedule impacts of FY2001 Congressional Request to stakeholders/regulators by February 21, 2000.						
	22. Performance Measure: Communicate all policy changes and results of all non-embargoed decisions to stakeholder/regulators as they occur (e.g. funding profiles, IRB, etc.)						